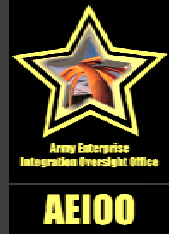


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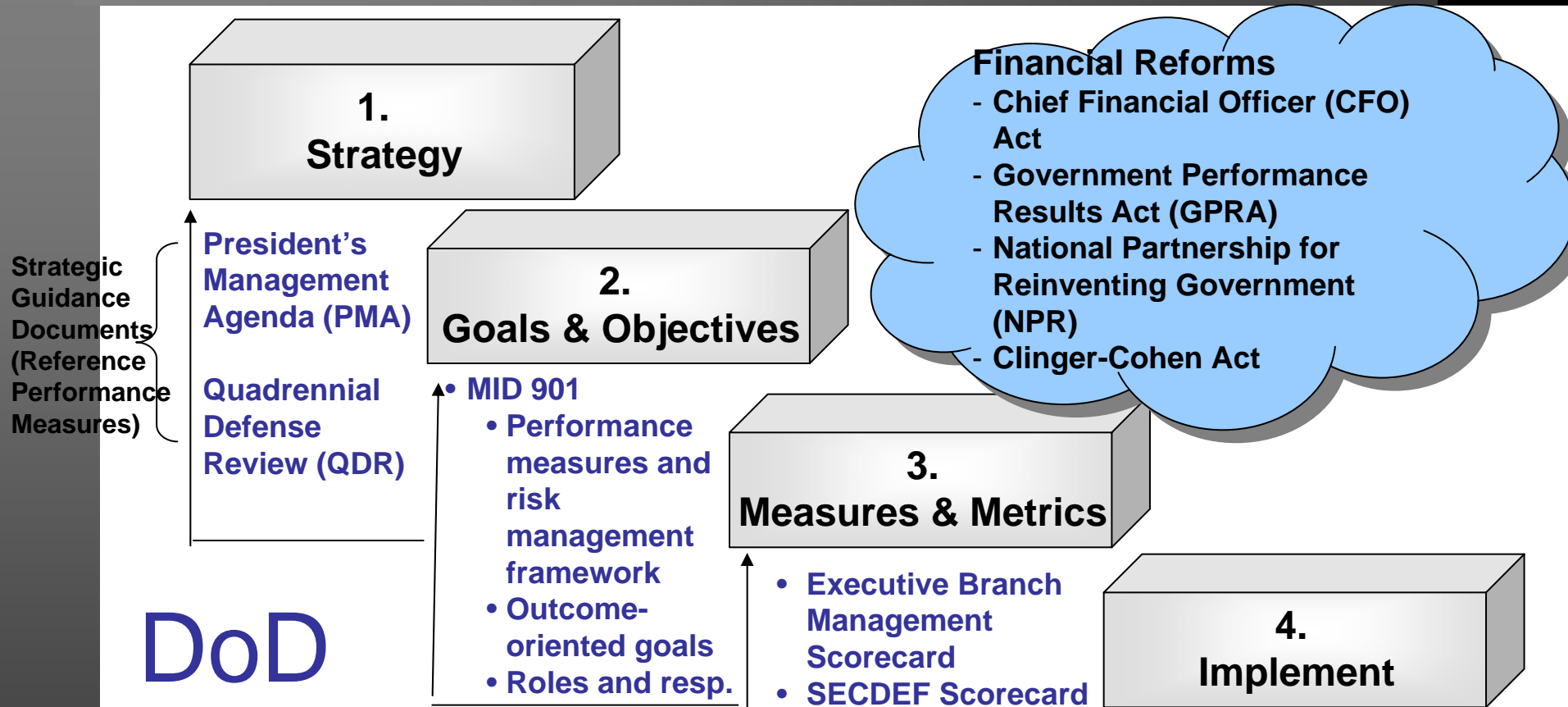
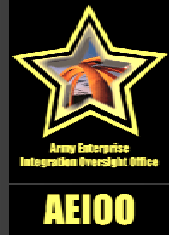


Evolution of Performance Management February 2005



— *Army Enterprise Integration Oversight Office* —

Financial reforms such as the GPRA set the tone for performance measurement



Performance management is being institutionalized as part of a “way of doing business” in the DoD

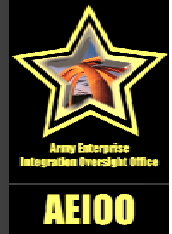
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01/09/2006



PMA sets the strategic direction for management improvement in the Government

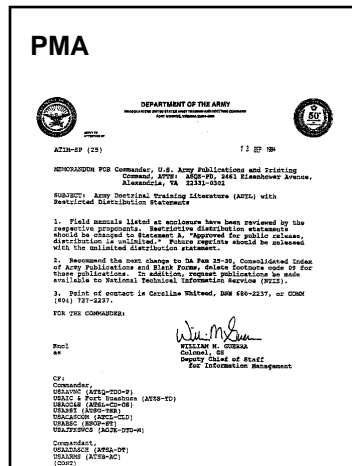


■ President's Management Agenda (PMA)

□ Launched in 2001 as a strategy for improving the management and performance of the Federal Government

□ Five key Government-wide initiatives:

- Strategic Management of Human Capital
- Competitive Sourcing
- Improved Financial Performance
- Expanded Electronic Government
- Budget and Performance Integration (BPI)



“The function of management is to produce results.”

Peter F. Drucker



Executive Branch Management Scorecard



- Tracks how well the departments and major agencies are executing the five government-wide management initiatives outlined in PMA

Green = Success
Yellow = Mixed Results
Red = Unsatisfactory

Executive Branch Management Scorecard

Current Status as of June 30, 2004

Progress in Implementing the President's Management Agenda

	Human Capital	Competitive Sourcing	Financial Perf.	E-Gov	Budget/Perf. Integration	Human Capital	Competitive Sourcing	Financial Perf.	E-Gov	Budget/Perf. Integration
AGRICULTURE	Yellow ↑	Yellow	Red	Yellow	Yellow ↑	Green	Yellow	Green	Green	Green
COMMERCE	Yellow	Yellow	Red	Yellow	Yellow	Green	Yellow	Green	Green	Green
DEFENSE	Yellow	Green ↑	Red	Red	Yellow	Yellow	Green	Yellow	Yellow	Green
EDUCATION	Yellow	Yellow	Green	Yellow	Yellow ↑	Green	Red	Green	Yellow	Green
ENERGY	Green ↑	Green	Green ↑	Yellow	Yellow	Green	Green	Green	Green	Green
EPA	Yellow	Yellow ↑	Green	Green ↑	Yellow	Green	Green	Green	Green	Green
HHS	Yellow	Green	Red	Red	Yellow ↑	Green	Green	Green	Green	Green
HOMELAND	Red	Yellow	Red	Red	Red	Green	Green	Green	Red	Green

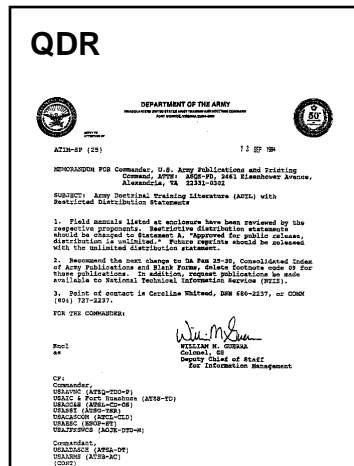
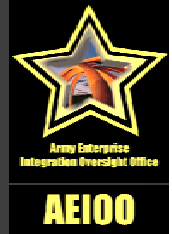
For Illustrative Purposes Only
Visit www.whitehouse.gov for current scorecard information



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01/09/2006

The QDR provides strategic guidance to the Department of Defense



The QDR is the strategic guidance set forth by the Secretary of Defense

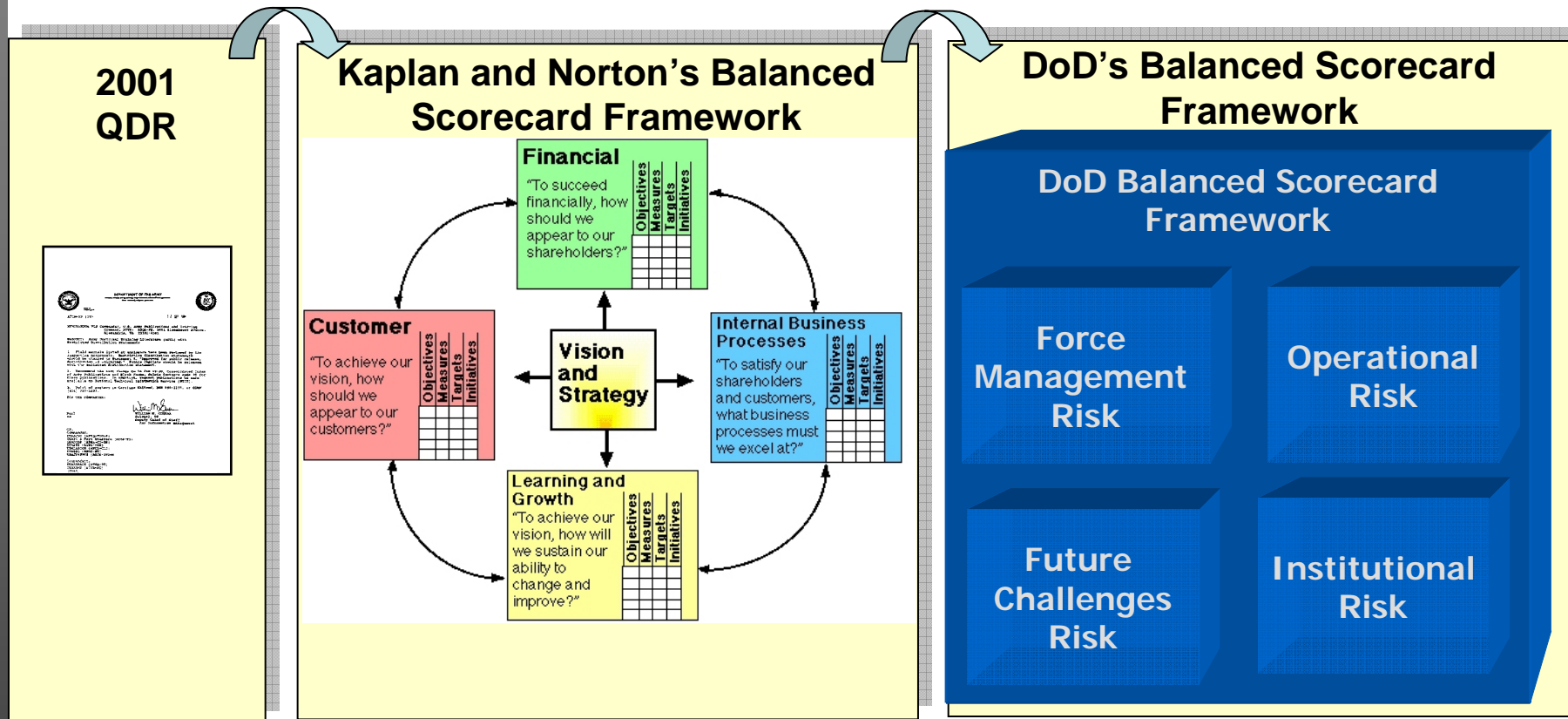
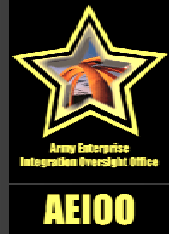
■ Quadrennial Defense Review (QDR)

- ☐ Report developed every four years
- ☐ Outlines the DoD's strategy, goals and objectives
 - One of the Top 10 priorities included "Streamline DoD Processes"
 - Shorten PPBS and acquisition cycle time
 - Financial Management Reform
 - Shorten all DoD processes by 50%
- ☐ Report defines a risk framework which is the basis for the DoD's annual performance goals under the GPRA and addresses implementation of the PMA

5



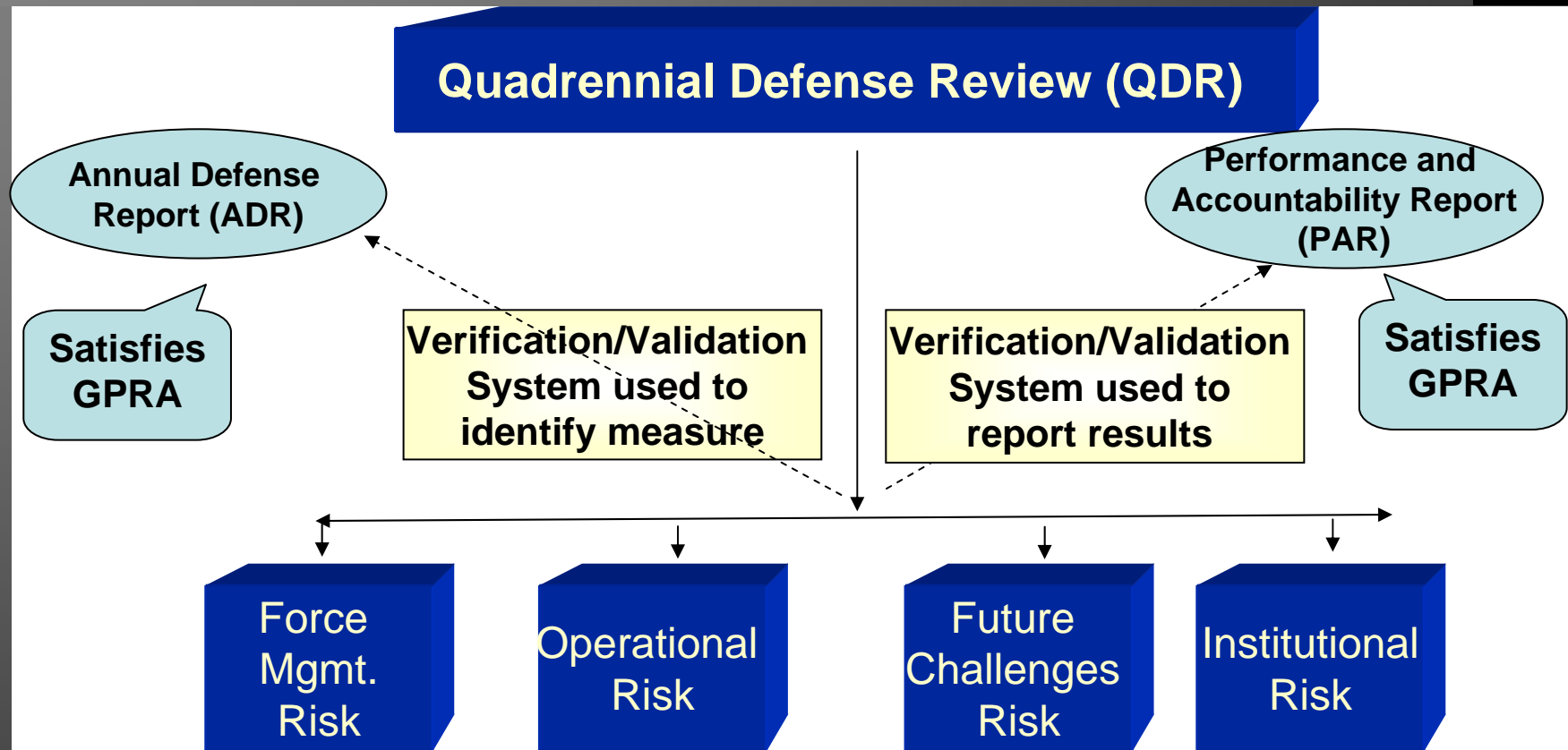
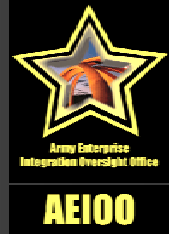
Risk framework is DoD's adaptation of Kaplan and Norton's Balanced Scorecard



The BSC concept and terminology will remain constant regardless of political changes. OSD PA&E and Comptroller are the conduits for adapting the BSC into the next framework



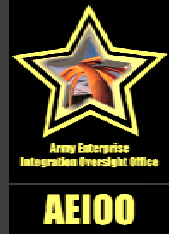
The reporting mechanism for the QDR is through the ADR and the PAR



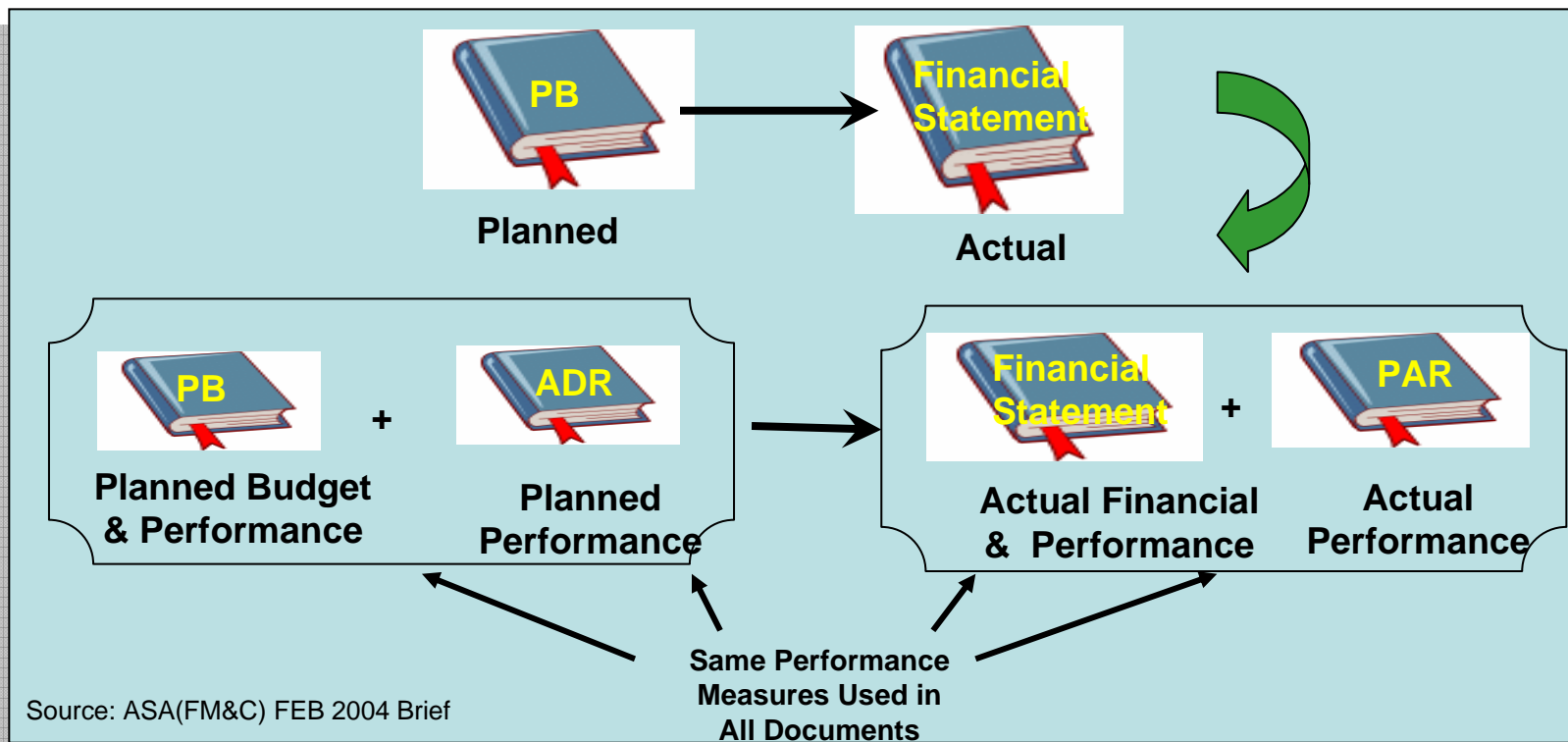
The DoD has tailored the ADR and the PAR to meet several statutory reporting requirements – one of which is the GPRA



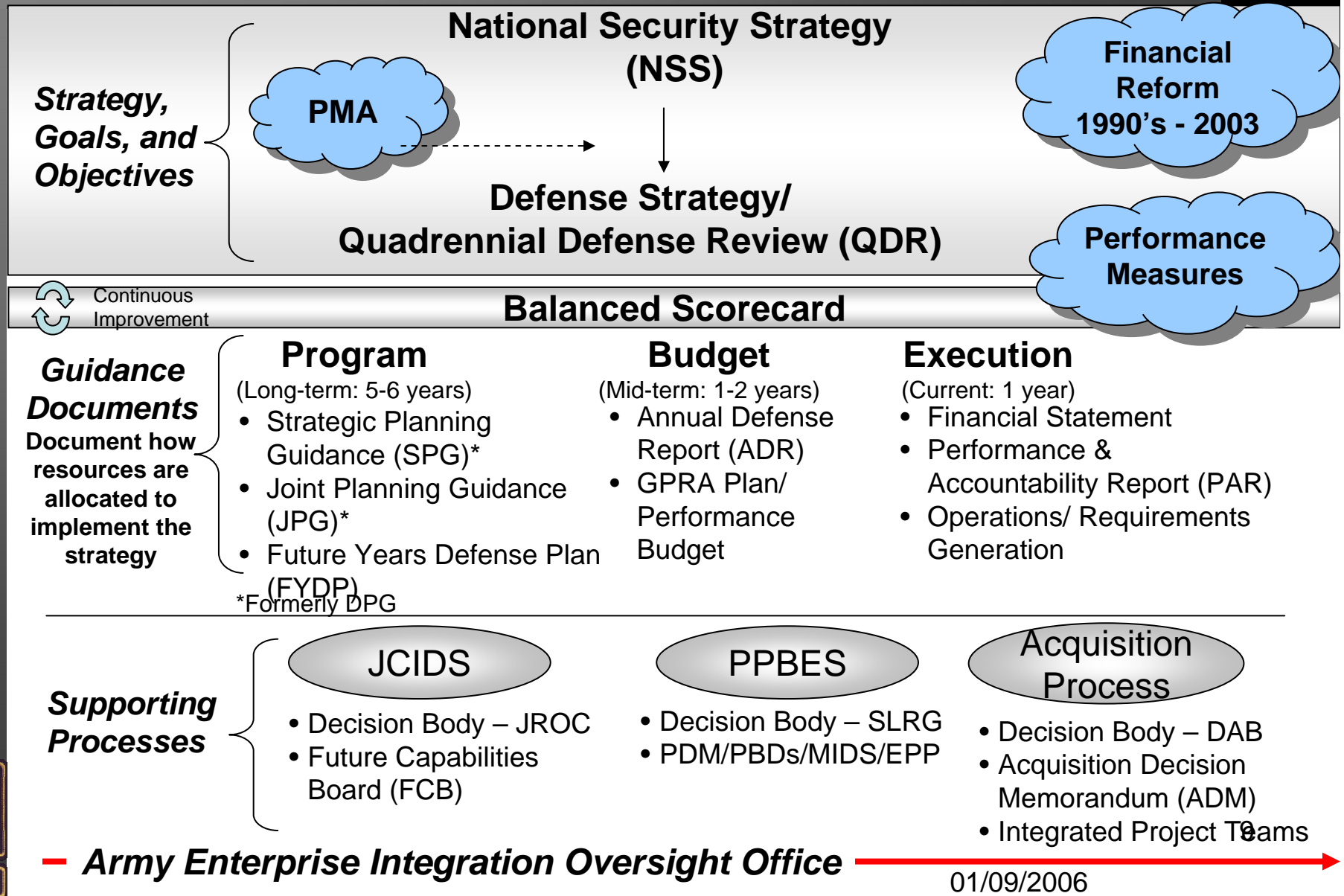
External reporting creates accountability



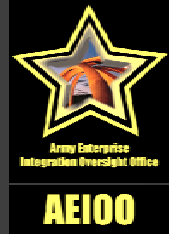
- Implements the President's Management Agenda
- Holds managers accountable for expenditures
- Provides evidence of results achieved for funds invested
- Documents cost and performance



Strategic guidance cascades from PMA and QDR – influencing the SECDEF and Army Scorecards



For More Information . . .



Visit the References Section of the AEIOO Website for:

☐ Links to:

- PMA
- Balanced Scorecard Institute
- Statutory guidance (e.g., GPRA, Clinger-Cohen, etc)

